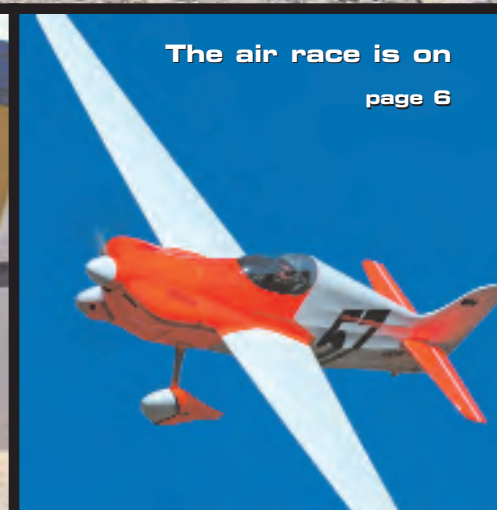




## INNOVATIVE READINESS TRAINING

**When Reservists practice their skills,  
local communities are big winners**





## From the Top

By Lt. Gen. John A. Bradley  
Commander, Air Force Reserve Command



## Air Force Reserve Vision places emphasis on wingman concept

As we move into 2006, it is clear that we need to remain adaptable and innovative as we reconcile the significant budget constraints and considerable force structure changes that lie ahead. We are being challenged with tough choices as bases and wings close or reorganize, but I'm confident we will emerge more efficient and capable than ever. A key part of our decision-making strategy is to ensure everyone has a clear vision for the future of the Air Force Reserve.

Our mission in this rapidly changing environment is to provide the world's best mutual support to the Air Force and our joint partners. To this end, we are introducing the Air Force Reserve Vision with a focus on the wingman concept. You can expect to hear more about the Vision and our future goals after the Senior Leaders Conference this month.

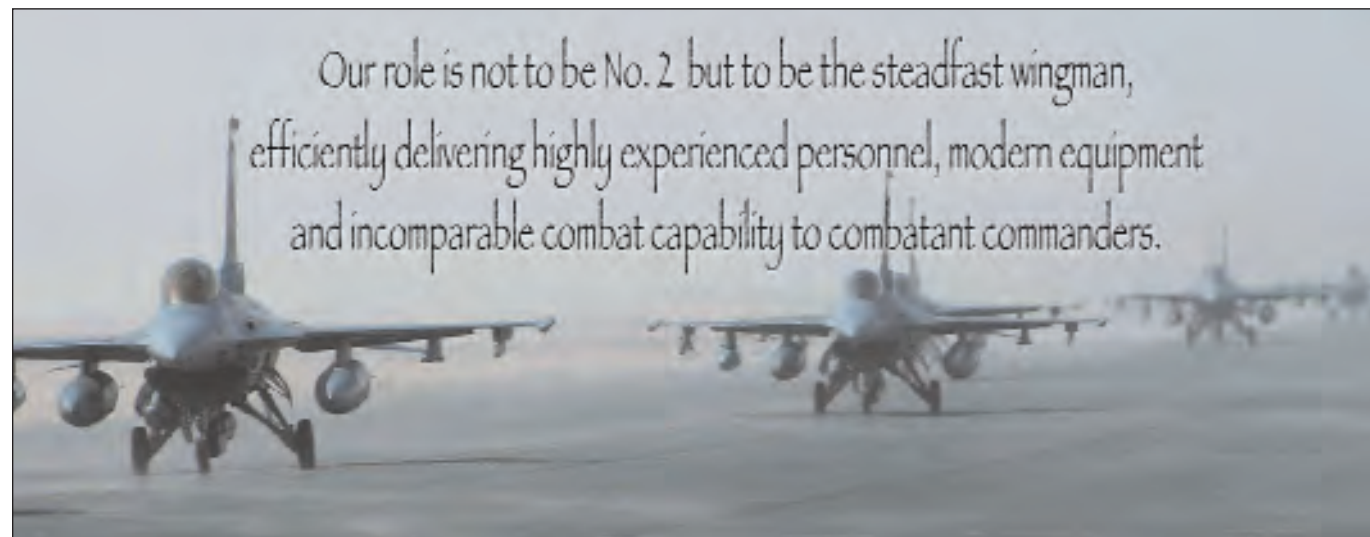
Being a good wingman is not an easy job! We will maintain the highest levels of combat readiness and be prepared to not only maintain good formation but also to take the lead as necessary. We must anticipate evolving requirements and quickly adapt to meet those demands.

The best wingmen look for optimal ways to employ our force and advocate processes and improvements that make everyone more effective. We are diligent and always alert, ready to warn others of impending peril. Great wingmen are never expected to blindly follow or be viewed as the "B-team." Our role is not to be No. 2 but to be the steadfast wingman, efficiently delivering highly experienced personnel, modern equipment and incomparable combat capability to combatant commanders.

The Vision, along with its documents and associated products, is intended to help everyone in the Air Force Reserve make cohesive decisions that focus our resources on our highest priorities while maintaining the key attributes that ensure our component's continued success. I ask for your complete support as we work together to build a stronger, more agile Air Force.

As you continue to seek innovative ways to be more effective and responsive wingmen, I am confident our heritage will extend its acclaim as a vital contributor to the Air Force and the defense of this nation.

Thank you for your continued support and for the part you play in making the Air Force Reserve the *unrivaled wingman!* ★



## Chief's View

By Chief Master Sgt. Jackson A. Winsett  
Command Chief Master Sergeant, Air Force Reserve Command

## Good leaders can adapt principles, techniques to the situation at hand

One of the objectives of the Air Force is to develop teamwork and devotion to the mission among its people. An Air Force operation demands that its people be competent in their jobs, that they apply themselves and that they cooperate to help the service reach its objectives.

The solution to the problem of human relations in the Air Force involves developing and maintaining these qualities in all personnel. Good human relations mean a good job with satisfaction in doing it. Experience indicates that these two objectives not only reinforce each other, but also that one cannot be obtained without the other.

We know from experience that there is no standard technique or formula for dealing with people. Every person and every situation is different. Effective leadership operates with reference to these differences. Every successful leadership move is a specially designed strategy. The good leaders can successfully adapt principles to situations.

The skills required to achieve effective teamwork and to make cooperative activity as satisfying as possible to the participants are fundamentally grounded in the understanding and interest that the leader has in the people of his or her organization. People just naturally are happier and work better when they have a feeling that the boss is interested in them and is looking out for their interests. People appreciate being treated as individuals, and it is an unwise leader who does not consciously treat them as such.

Establishing and maintaining good human relations involves careful observations on your part, too. You should know yourself as well as your leaders and subordinates know you. For example, you cannot afford to let your personal conflicts, problems and moods influence your relationships with people on the job. Neither can you afford the luxury of "blowing your top" too often.

**SUCCESSFUL MISSION ACCOMPLISHMENT  
REQUIRES THAT YOU TALK WITH YOUR  
PEOPLE AND KEEP THEM IN THE LOOP!**

People expect some normalcy and stability of action toward them by their leader. In fact, they expect quite a lot from their leader and the job situation. They expect the opportunity to get ahead, acquire greater responsibility, perform important things and have new experiences in the job.

They strive for recognition in terms of status or being "some-

body," and they want other people to be aware of their accomplishments and demonstrate that awareness. People want to belong to a group, a team or an organization. They want to be identified as part of an outfit, preferably a "good" outfit. People like to be accepted and allowed to participate.

I believe people strive for and want security. There are two kinds of security that people seek: economic and emotional. People need to know that their work will furnish the dollars to provide for their necessities and as many extras as possible. Equally important, they need to be able to plan ahead, both from a financial standpoint and in terms of relationships with their superiors and with their fellow workers. It is difficult for people to work well when they are tied in "emotional knots" from not knowing what to expect and not having any peace of mind.

One should always remember that there are no hard-and-fast rules when dealing with people. However, I offer these thoughts for your consideration. Do not forget that all people are different; they expect and deserve to be treated as individuals. People work harder when they are made to feel important rather than when motivated by fear. People like to get credit when they deserve it. People are generally averse to sudden changes and are more likely to accept changes if they are prepared for them. People work best when they feel they belong.

The bottom line is successful mission accomplishment requires that you talk with your people and keep them in the loop! ★



# 'Hanoi Taxi'

The "Hanoi Taxi" flies over its future home, the National Museum of the U.S. Air Force at Wright-Patterson Air Force Base, Ohio, during a flight Dec. 13. The C-141 Starlifter, featuring a 1970s-era white and gray paint scheme, got its name from the fact that it was the first aircraft to airlift American prisoners of war to freedom from Gia Lam Airport in Hanoi, North Vietnam, Feb. 12, 1973. Signatures of the freed prisoners on the flight engineer's panel are the centerpiece of what is essentially a "flying museum." Plaques, documents and photographs of the homecoming are part of the on-board exhibit. The aircraft, which belongs to the 445th Airlift Wing at Wright-Patterson, is the last C-141 in the Air Force Reserve Command's inventory. It is scheduled to be retired and turned over to the Air Force Museum in May. The 445th is transitioning to C-5 Galaxy aircraft. (John Rossino, Lockheed-Martin)



# All in the Family

A KC-135R Stratotanker from the 336th Air Refueling Squadron refuels a C-17A Globemaster III from the 729th Airlift Squadron over Arizona in December. Both aircraft are assigned to the 452nd Air Mobility Wing, March Air Reserve Base, Calif. The 452nd received its first C-17 in August and has since received seven more to replace its fleet of C-141 Starlifters, which were retired from service. (Tech. Sgt. Rick Sforza, 4th Combat Camera Squadron)



# Citizen AIRMAN

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February 2006

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**Front cover: An Air Force Reservist moves dirt and rocks high in the Bear Paw Mountains outside of Havre, Mont., as part of an Innovative Readiness Training project to build a new road on the Rocky Boys Indian Reservation. For more on the Reserve's IRT program, see the story on page 16.**

**Gen. T. Michael Moseley** *Chief of Staff, United States Air Force*

**Lt. Gen. John A. Bradley** *Commander, Air Force Reserve Command*

**Col. Tom Deall** *Director of Public Affairs, Headquarters Air Force Reserve Command*

**Cliff Tyler** *Managing Editor*

**Bo Joyner** *Associate Editor*

**Tech. Sgt. Jason Tudor** *Staff Writer*

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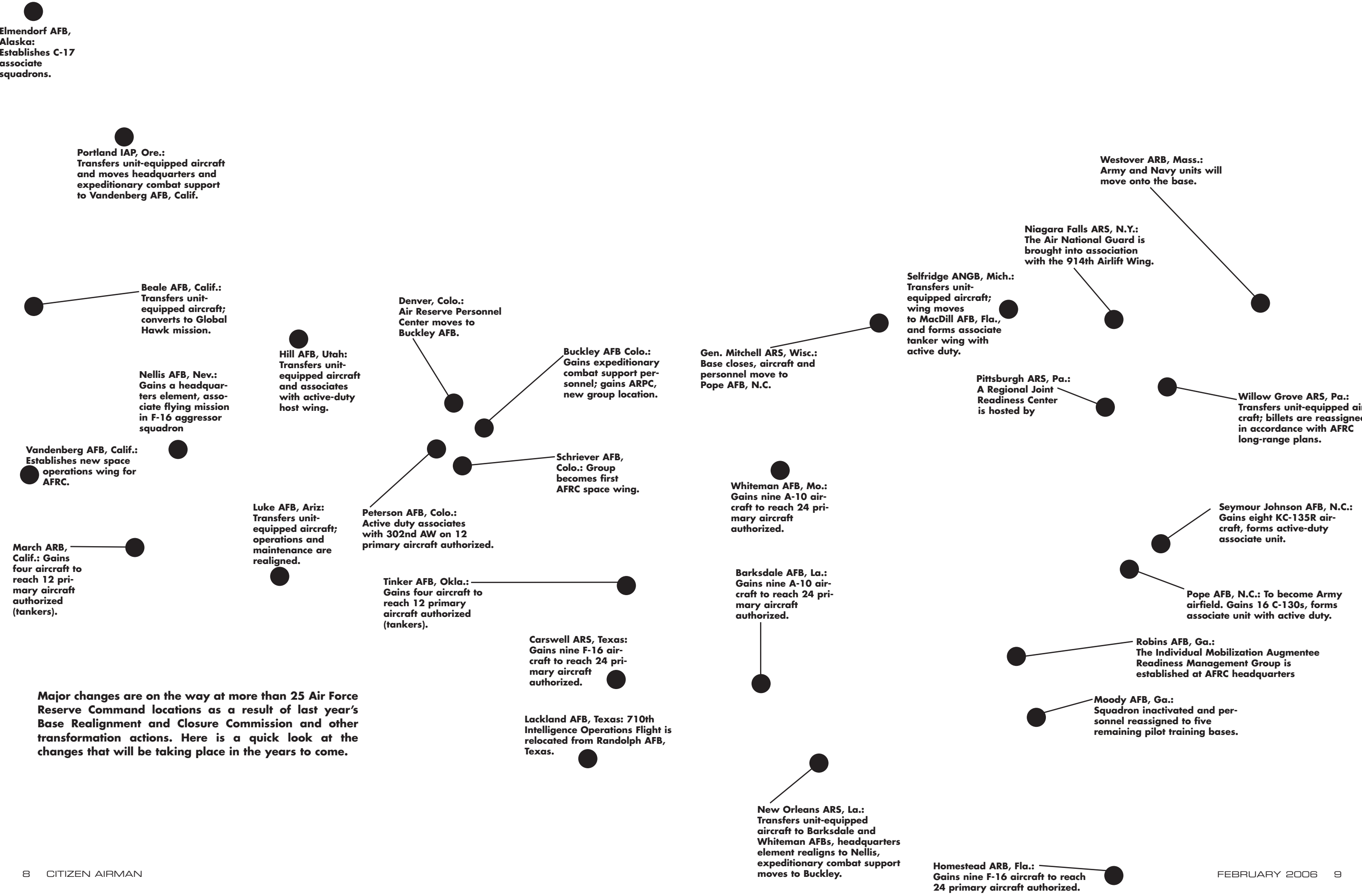
POSTMASTER: Please send all Forms 3579 to *Citizen Airman*, HQ AFRC/PAP, 255 Richard Ray Blvd. Suite 137, Robins AFB, GA 31098-1661.



# The Race is On!

Maj. Steve Temple races across the Nevada skies during the 2005 Aviation Nation Air Show at Nellis Air Force Base. Major Temple, a Reservist who participated as an International Formula One air racer with six others, was named rookie of the year after winning fifth place in the Formula One Gold Class. His aircraft, a highly modified "Aggressor," weighs 520 pounds and flies at speeds in excess of 200 mph. When he's not piloting his air racer, Major Temple is a C-5 Galaxy pilot for the Air Force Reserve's 445th Airlift Wing, Wright-Patterson AFB, Ohio. (Photos, by Victor Archer, used with permission)







# Round the Reserve

A brief look at what's happening throughout Air Force Reserve Command

## Reservist Tops Recruiting Effort 16 Months After Enlisting

A Reservist from Westover Air Reserve Base, Mass., recruited eight people into the Air Force Reserve and earned its annual Get One Award for his efforts.

Staff Sgt. James J. Fitzell Jr. of the 42nd Aerial Port Squadron also helped Westover's 439th Airlift Wing attain 55 Get One accessions, the highest number in an Air Force Reserve Command wing. Runner-up for the most wing accessions was the 910th AW, Youngstown Air Reserve Station, Ohio.

AFRC's Get One Program encourages Reservists to refer family members, friends and co-workers, who may be interested in joining the Air Force Reserve, to local recruiters. Recruiters say the program introduces people to the benefits of the Air Force Reserve and allows them to work alongside others they know while serving their country.

Sergeant Fitzell credited his enthusiasm for the Air Force Reserve as the primary reason for his success. He enlisted in the Air Force Reserve May 1, 2004.

Before joining, he served in the Army National Guard and on active duty in the Marine Corps. Sergeant Fitzell said the Air Force Reserve is fully committed to the mission but at the same time 100 percent dedicated to the welfare of its members and is family oriented.

The Air Force Reserve accessed 9,942 new Airmen in the fiscal year that ended Sept. 30. Air Force Reserve recruiters said the Get One program contributed greatly to that total. (AFRC News Service)

## 310th Space Group Activates New Unit

The Air Force Reserve's only space unit added another mission to its responsibilities with the formation of a new organization in January.

The 310th Space Group at Schriever Air Force Base, Colo., activated the Headquarters Reserve National Security Space Institute Jan. 7. The institute is an associate unit to the active duty's National Security Space Institute. The NSSI is the Department of Defense's focal point for conducting courses in space professional education, warfighter training (space mission areas), advanced

space training and space familiarization as part of the Air Force and national space professional strategy.

"The 310th Space Group is uniquely qualified to perform this mission," said Col. Jeff Ansted, group commander. "Our group is made up of units that run the gamut in space missions. We have space aggressors, testers, security forces and communications units in addition to people performing traditional roles as space operators executing missile warning, navigation, weather and Joint Space Operations Center missions."

With a staff of 11 full-time and 44 traditional Reservists, the new unit will further enhance NSSI skill sets by bringing additional, unique civilian and military experience to course research and development, Colonel Ansted said.

"Standing up the Reserve associate unit will give us the right expertise to further the development of our advanced courses," said Lt. Col. Frank Gallagher, NSSI commandant. "Most active-duty space operators have only three years experience in a particular mission area. With the Reserve associate unit, that number could triple."

"Our new unit will bring unique capa-

bilities to Air Force Space Command and the NSSI: a surge capacity to complete a lot of course development across a drill weekend, additional space expertise from the civilian sector, long-term continuity and a firm knowledge base," said Col. Susan Rhodes, the first commandant of the Reserve NSSI.

With the activation of the Reserve institute, the 310th SG now comprises 10 units — located at Schriever, Peterson AFB, Colo., Buckley AFB, Colo., and Vandenberg AFB, Calif. — with more than 500 members. (Maj. David Rice, 310th SG liaison to the NSSI)

## Portal Makes Personnel Services More Accessible

A wide array of personnel services is now only a mouse-click away thanks to the Air Reserve Personnel Center's Virtual Personnel Center-Guard Reserve portal.

The portal provides Reservists access to virtual personnel services and enhances the traditional virtual military personnel flight tools with which many Airmen are already familiar, ARPC officials said.

This secure service is available 24 hours a day, 365 days a year. All Reservists need to do to gain access is create an online account by visiting <https://arpc.af.mil/support/newaccount.asp>. With an account, Reservists can conduct a variety of personnel transactions from anywhere in the world with an Internet connection.

In addition to filling out the required form, Reservists have to provide a valid e-mail address and phone number. The e-mail address is used to deliver services and for password management. Those who do not have an e-mail address can establish one at <https://www.gimail.af.mil/login.asp>.

Among other things, Reservists can use the portal to make address updates, find assignment information, learn about benefits and entitlements, search career opportunities, keep track of their points, access promotion and retirement information, and obtain a re-issue of their 20-year letter or a mortgage letter.

"Ten years ago, I set up my first electronic banking account," said Dave Aldrich, personnel services director at



Senior Master Sgt. Michael Brimmer and his niece, Army Spc. Angela Fekken, take an opportunity to catch up on family business back home. The two are serving together in Iraq.

## Uncle, niece serve together in Iraq

By Staff Sgt. Tammie Moore

When serving halfway around the world, many service members treasure the little tokens they take with them to remind them of friends and family back home.

For Senior Master Sgt. Michael Brimmer, 332nd Expeditionary Security Forces Squadron first sergeant, and his niece, Army Spc. Angela Fekken, 1436th Engineer Company, Logistics Support Area Anaconda, they have more than a small piece of home. They have each other.

Specialist Fekken, a truck driver, has been deployed to Balad Air Base, Iraq, for about a year. Her presence played a big factor in her uncle's decision to come to Balad. Sergeant Brimmer is an Air Force Reservist assigned to the 445th Airlift Wing at Wright-Patterson Air Force Base, Ohio.

"I volunteered to deploy and was given a list of places I could go to," the sergeant said. "I picked Balad because Angie was there already."

When Specialist Fekken came home for her mid-tour leave in July, Sergeant Brimmer met with her to learn about where he would be deploying.

"She gave me a rundown on what to expect," Sergeant Brimmer said. "She showed me photos of LSA Anaconda and really put me at ease about coming here. I thought it was going to be a barren desert, but the photos she had showed different."

When Sergeant Brimmer arrived, he

began searching for his niece.

"It took more than a month to get in contact with Angie," Sergeant Brimmer said. "We tried to get in touch with each other over (official) e-mail, but for some reason the messages kept getting rejected. My wife ended up having to give my personal e-mail address to her sister, who was able to pass it on to Angie."

The sergeant and specialist come from a large but close family. Maintaining this sense of closeness was important to the uncle and niece.

"It's a great comfort to know we have family here we can talk to and are able to see the friendly, smiling face of a family member," Specialist Fekken said.

Because of job requirements, the two are not able to get together as often as they would like, but they take advantage of every opportunity they do get.

"We look forward to getting together and having a chance to catch up on what we've both been doing here as well as what's going on back home," Specialist Fekken said.

Family members in the states were also glad that, for part of their deployments, the two would be together.

"They were pretty excited that we'd both be serving at the same time and at the same base, especially my mom and my aunt, his wife," Specialist Fekken said. ★

(Sergeant Moore is assigned to the 332nd Aerospace Expeditionary Wing public affairs office at Balad AB.)



STAFF SGT. MATTHEW MCGOVERN

**FIREFIGHTER CHALLENGE** — Tech. Sgt. Mike Melton (right) of the 349th Civil Engineer Squadron, Travis Air Force Base, Calif., competes in the World Firefighter Combat Challenge, which took place Dec. 1-3 in Deerfield Beach, Fla. For the second year in a row, firefighters from Travis won the annual competition. Sergeant Melton served as captain of the team, which was made up of Reservists, active-duty members and civilians. "The dedication of the Travis team is an inspiration," said World Firefighter Combat Challenge president Paul Davis. "They define champions." Among the tasks the firefighters had to perform were climbing a five-story tower, hoisting and chopping, dragging hoses, and rescuing a life-sized, 175-pound "victim." All the while, the competitors had to wear their "full bunker gear," including an air-breathing apparatus. "Every firefighter takes their body to the limit some time in their career," Sergeant Melton said. "The firefighter challenge is a great opportunity to see what our limitations are."



the ARPC in Denver. "I do everything that way now — never an error, always an audit trail, well documented. It's time now to give that to our Citizen Airmen for their personnel needs." (*Tech. Sgt. Rob Mims, ARPC public affairs*)

## 'Late Bloomer' Travels Abroad to Help Others

A flight nurse assigned to the 445th Aeromedical Evacuation Squadron at Wright-Patterson Air Force Base, Ohio, is a classic example of a late bloomer.

Capt. Judy Willets started her nursing career after high school but didn't enter the military until she was 43, an age when many are finishing a 20-year military career. She cannot serve 20 years, so retirement pay is not her motivation for serving.

In addition to joining the Air Force Reserve in 2001, she was mobilized in May 2004 and has served tours of duty in Iraq and Afghanistan.

Her most memorable service time so far was the three months she spent in Afghanistan last year.

"Every time I go overseas I come back so appreciative of what we have here," Captain Willets said. "Afghanistan is the most incredible place I've ever been to. Being in that country really makes you appreciate what you have back home.

"Here, we hope our children will go to college. In Afghanistan, the parents hope their children will make it to their 18th birthday in a helpless environment. Even though it's a desolate place, they still have hope for a better tomorrow. Their strength is amazing."

Captain Willets started her nursing

career at age 18 when her mom got her a job as a nurse aid in the nursing home where she worked.

"I fell in love with nursing, started nursing school a year later, graduated and eventually went on to get my advanced degree," the captain said.

While working in the emergency room at University of Michigan Medical Center, she spent a day flying with the ER flight team.

"I knew when I got off the helicopter that day I was meant to fly," she said. "Civilian flight programs are very competitive, and I couldn't get a job, so I started looking into military positions."

In the meantime, she received a paramedic license and left nursing for "a couple of years" to work as a paramedic/firefighter.

She returned to nursing in 2001 and

received a direct commission as a captain that year in Air Force Reserve Command's 910th Medical Squadron at Youngstown Air Reserve Station, Ohio.

"I loved the 910th Medical Squadron but knew I was supposed to fly, so in August 2003 I transferred to the 445th Aeromedical Evacuation Squadron," she said.

Captain Willets became fully qualified to fly in February 2004 and three months later received mobilization orders to report to the Middle East.

After deploying to an undisclosed base in June 2004, she moved a team forward to Balad Air Base in Iraq. From the undisclosed base, she flew missions into Iraq, other Middle Eastern countries and Africa for the next five months treating wounded and ill troops aboard a variety of aircraft in support of Operation Iraqi Freedom.

Returning to the states, she worked at Scott AFB, Ill., from October 2004 to January 2005. One month later, she left for Kandahar, Afghanistan, where her responsibilities involved more humanitarian duties and less flying.

"The Afghan people would bring their sick or injured children to us for treatment because they couldn't get good treatment on their own," Captain Willets said.

Captain Willets returned to Wright-Patterson in April and then went to Andrews AFB, Md., to treat wounded from Operation Iraqi Freedom. In September she went back to Wright-Patterson to go on alert because of the hurricanes. She traveled back to Andrews in late December and will stay there until April treating wounded troops.

"I should be getting off active duty in June or July," she said. "I plan on returning to the language program, which has been somewhat neglected since I started traveling. My hope is to work for an international relief organization." (*Tech. Sgt. Charlie Miller, 445th Airlift Wing public affairs, Wright-Patterson AFB*)

## B-52, A-10 Units at Barksdale Test New Earpieces

It's out with the old and in with the new as Reservists at Barksdale Air Force Base, La., are replacing their bulky, noise-canceling headsets with lightweight, custom-molded earpieces.

Recently approved for use in various

## Pope's Puns



CARTOON BY MASTER SGT. W.C. POPE, WESTOVER AIR RESERVE BASE, MASS.

## Decentralization makes medical-dental records easier to get

By Tech. Sgt. Rob Mims

The Air Reserve Personnel Center in Denver is moving the medical and dental records of some Reservists to the active-duty base where they serve as part of an effort to streamline operations.

The process, initiated two years ago, will help reduce duplicate copies of the records. This will decrease work and increase efficiency, officials said.

"This is a win-win situation," said Staff Sgt. Mike Melanson of the center's Health Services Directorate. "The members have medical records at the military treatment facility to which they are assigned, and (personnel officials) will have a complete medical history."

The change will help individual mobilization augmentees, whose records have historically been maintained at the personnel center.

With no medical or dental information available at base health-care facilities, just getting an annual Reserve Component Periodic Health Assessment was difficult, the sergeant said.

So officials devised a plan to solve the problem, which they intend to complete by December.

Osan Air Base, South Korea; Buckley Air Force Base, Colo.; and Peterson AFB, Colo., were the first locations to receive



TECH. SGT. ROB MIMS

**Senior Master Sgt. Jeffrey Hancock watches as David Fisher packs up individual mobilization augmentee and some participating individual ready reserve medical and dental records headed for Osan Air Base, Korea. The two are members of the Air Reserve Personnel Center Health Services Directorate.**

Reservist records. Remaining bases will start getting records in March.

"Keeping medical records where the person is just makes sense," said Tech. Sgt. Lennie Williams, who also works in the directorate. "It is another step in the direction of the total force concept."

The decentralization supports the assistant secretary of defense for health affairs' requirement that outpatient medical records be available at the loca-

tion where services are rendered.

"The decentralization will free up valuable manpower, which can then be shifted to concentrate on other day-to-day processes," said the center's David Fisher.

More information about this initiative is available on the ARPC Web site at <http://arpc.afrc.af.mil>. ★

(Sergeant Mims is assigned to the ARPC public affairs office in Denver.)



stay with the old helmet-style headsets, he said.  
(Tech. Sgt. Sherri Savant, 917th WG public affairs)

Military, Civilian  
Medals Approved for  
Hurricane Relief Work

Service members who took part in Hurricane Katrina and/or Hurricane Rita relief efforts may be eligible for a medal.

The director of the Joint Staff has approved awarding the Humanitarian Service Medal and the Armed Forces Service Medal for U.S. military members. Department of Defense civilians may receive the Armed Forces Civilian Service Medal.

To qualify for the HSM, service members must have provided direct support to immediate relief operations for at least one day in the area of eligibility — east of and including Houston (designated as 96 degrees longitude), Alabama, Louisiana or Mississippi — from Aug. 29 to Oct. 13, 2005.

Service members eligible to receive the AFSM must have provided direct support to relief operations for 30 consecutive days or 60 non-consecutive days in the continental United States, minus the specific time period used to qualify for the HSM — from Aug. 27, 2005, to Feb. 27, 2006.

If a member receives an HSM for Katrina relief operations, he or she cannot receive a second HSM for Rita. The same applies for the AFSM. However, people who receive the HSM may later qualify for the AFSM if their direct support does not include the dates and actions used in their qualifications for the HSM.

To qualify for the AFCSM, civilians must have provided direct support to relief operations for 30 consecutive days or 60 non-consecutive days in the same area of eligibility and period as the AFSM.

Eligible Air Force personnel must provide proof of entitlement to their servicing military personnel flight or civilian personnel office. Supporting documentation may consist of assignment orders, temporary duty orders or travel vouchers, a decoration citation, an enlisted or officer performance report reflecting participation, or other official documentation that verifies participation.

Any colonel in a command billet or civilian equivalent can approve the awarding of these medals if supporting documentation is not available.

Once verified, the servicing military or civilian personnel flight will update individual records. (Air Force Print News courtesy Air Force Personnel Center News Service) ★

# It's Your Money

By Lt. Col. Ralph Lunt

## New year brings big changes to the Thrift Savings Plan

\$

aving for retirement is a challenge for nearly everyone. As a certified financial planner in my civilian life, I've heard lots of reasons for lack of action. There's the "I don't know anything about investing" excuse. Another popular one is "I heard you can lose all of your money" And then there's the "Saving small amounts of money isn't worth the time" excuse. They go on and on.

Of course, we Reservists don't have these excuses because we have the "new and improved" Thrift Savings Plan. The TSP, while not perfect, is a pretty darn good place for your retirement money.

I'll admit, the plan in effect prior to this year, with its 10-percent limit on contributions, wasn't a tremendous benefit for Reservists. However, the 2006 plan changes all that. Your 2006 TSP offers all eligible participants the ability to contribute 100 percent of pay, up to the allowable dollar limit of \$15,000. This is huge!

Think about it. Whatever percentage of your Reserve pay that you don't need — or, more appropriately, excess cash flow that you can afford to save for retirement — can be contributed to your private TSP account pre-tax. Yes, pre-tax!

Before I go any further, if you have revolving credit balances, credit cards or purchase plans, please clip this article and set it aside until these balances are paid off. Mortgages, car loans and home equity lines of credit are OK, but everything else is bad stuff. Pay it off ASAP.

Back to the TSP. If you are eligible, I'd recommend you contribute for the same reasons I have contributed for years:

☛ An active retirement is going to be terribly expensive. Last time I checked, leisure activities and trips require lots of cash. Most people aren't going to win the lottery or inherit millions, so if you want something, you have to save for it.

☛ Money that you put into the TSP plan is "pre-tax," and growth is "tax deferred." Not paying taxes now allows for bigger balances later.


☛ Saving and investing on a regular basis, i.e. every paycheck via pay-roll deduction into the TSP, also called dollar cost averaging, works.

☛ The TSP plan is a lean machine. Management fees and administrative expenses are minimal, and there are no sales commissions.

So, the TSP is a good thing that got better in 2006 because of higher contribution percentages and deferral limits. Note that contribution limits apply to all employer-sponsored qualified retirement plans. So if you have a 401(k) as a civilian, your contribution to the TSP and your 401(k) cannot exceed the 2006 \$15,000 deferral limit.

For more information, I recommend you log onto [www.TSP.gov](http://www.TSP.gov) as well as your "my pay" account. ★

(Editor's note: It's Your Money is a new Citizen Airman magazine feature designed to provide financial advice of a general nature. Individuals should conduct their own research and consult their own financial adviser before making any financial decisions. Based in Cleveland, Ohio, Colonel Lunt is the reserve forces director for the Great Lakes region of the Air Force Civil Air Patrol advisors program. He is also a certified financial planner and vice president of a financial planning and consulting firm. In addition, he is the creator and commentator for the Pentagon Channel's "Military Money Matters.")




# Reserve Reflections

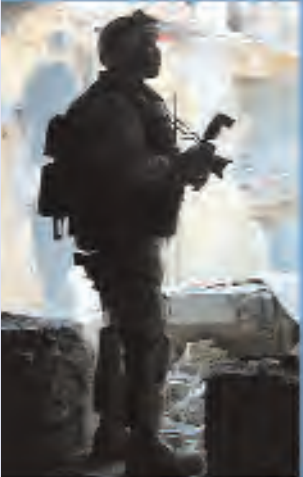
Moments in time captured by the HQ AFRC History Office

0s • 1950s • 1960s • 1970s • 1980s • 1990s • 2000s •

February



March



April

1

Reserve tanker units deploy to Prince Sultan Air Base, Saudi Arabia, in support of Operation Southern Watch. (1998)

4

The last Air Force Reserve Command C-141 departs McMurdo Research Station, Antarctica, in support of Operation Deep Freeze. (2005)

12

The 943rd Rescue Group becomes AFRC's newest unit, activated at Davis-Monthan Air Force Base, Ariz. (2005)

17

The Air Force Reserve is redesignated Air Force Reserve Command and becomes the Air Force's ninth major command. (1997)

21

Chief Master Sgt. Robert I. Boyle is named first senior airman advisor to the commander, Air Force Reserve. (1973)

22

A Reserve crew from the 403rd Wing, Keesler AFB, Miss., circles the globe in a C-130J, stopping in nine locations in seven countries. (2005)

24

Lt. Col. Stayce Harris, a traditional Reservist, becomes the first black woman to command an Air Force flying squadron. (2001)

1

Astronaut James P. Bagian enters the Air Force Reserve. The first astronaut in the Reserve is commissioned a major. (1989)

AFRC personnel, on a mobilized and volunteer basis, begin supporting coalition operations during Operation Iraqi Freedom. (2003)

3

Headquarters AFRC wins its seventh Air Force Organizational Excellence Award. (2000)

15

Maj. Gen. John J. Batble Jr., AFRC vice commander, officially retires after nearly 39 years of military service. (2001)

The Reserve's first associate airborne warning and control squadron is activated at Tinker AFB, Okla. (1996)

24

Two Reserve air postal and courier groups are mobilized during a brief federal postal workers' strike. (1970)

31

A first-of-its-kind unit in the Air Force Reserve, the 4th Combat Camera Squadron, is activated at March Air Reserve Base, Calif. (1996)

1

The Air Force Reserve assumes host-base responsibility for March ARB. (1996)

2

The 39th Flying Training Squadron, an Air Education and Training Command-gained Reserve unit, is activated at Moody AFB, Ga. (2001)

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14 CITIZEN AIRMAN





# INNOVATIVE READINESS TRAINING

One Innovative Readiness Training project in 2005 had Reservists constructing a road through the Bear Paw Mountains on the Rocky Boys Indian Reservation outside Havre, Mont. The reservation is getting an important road while Reservists are getting valuable training on heavy equipment. Above are pictures from various IRT projects in 2005.

**It's beneficial for everyone: Reservists practice their skills while leaving something of value behind in communities across the country**

By Bo Joyner





**2**005 was a banner year for Air Force Reserve Command's Innovative Readiness Training program — a civil-military partnership through which Reservists, primarily civil engineers, medical specialists, logisticians and supply technicians, receive valuable training while leaving something of value behind for communities throughout the United States.

"IRT continues to be a great way for Reservists to practice their skills while helping out needy communities across the country," said Maj. Chuck Carty, IRT program manager.

In all, more than 400 Reservists participated in IRT projects in 2005, racking up more than 60,000 training hours. At the Rocky Boys Indian Reservation outside of Havre, Mont., for example, seven Reservists spent part of their summer cutting a major road through the Bear Paw Mountains that will greatly facilitate transportation on the reservation.

"That was the best heavy equipment training these Reservists will ever get," said Chief Master Sgt. Gil Taylor, IRT superintendent. "That project will continue in '06, and when it's completed, we will have constructed nearly 5,000 feet of new road and excavated and moved nearly 50,000 cubic yards of material."

"These equipment operators are getting a once-in-a-lifetime opportunity to

get valuable stick time on bulldozers, excavators, rollers, front-end loaders and dump trucks," said Senior Master Sgt. Rick Riel, an individual mobilization augmentee assigned to the 796th Civil Engineer Squadron, Eglin Air Force Base, Fla., and project manager at the Rocky Boys site. "The reservation is getting an important road project built, and the Reservists are getting great training in the process. That's what IRT is all about."

IRT is also about building relationships with people in the communities where the Reservists are serving. At the Rocky Boys annual pow-wow, tribal leaders asked the Reservists to participate in the opening ceremony. They, along with representatives from other branches of service, carried in the colors.

"That was a great honor for our Reservists and is something they will never forget," Sergeant Riel said.

In Bayfield, Wis., more than 80 Reservists worked on a variety of projects for the Red Cliff band of the Lake Superior Chippewas. They constructed roads; built a baseball field, dugout and concession stand; renovated a youth center; constructed a wheelchair ramp and fixed a drainage problem at the child-care center; and designed and built a new cemetery.

"One of the great things about IRT is that it gives our Reservists a chance to



**A Reservist paints a new baseball field concession stand in Bayfield, Wisc.**

work alongside people from the other services," Chief Taylor said. "At Red Cliff, our Reservists worked hand-in-hand with reserve Soldiers and Sailors. It truly was a total-force effort."

Since 1996, Air Force Reservists have been helping to build houses in Gallup, N.M., for needy members of the Navajo Nation under a project called Operation Footprint.

"Operation Footprint has always been a staple of IRT, and this past year was no different," Chief Taylor said. "Building houses is a great way for our Reservists to expand their knowledge. They get to learn a little about all phases of basic construction."

In Bryson City, N.C., 89 civil engineers spent a total of 16,000 training hours dur-



**Reserve equipment operators received valuable training on bulldozers, excavators, front-end loaders and dump trucks while building the road through the Bear Paw Mountains.**

ing the summer building Sabbath House, a lodge that is available for use by members of the clergy of all denominations.

"That was another excellent opportunity for our Reservists to train in all aspects of construction," Major Carty said.

2005 was also a busy year for Reservists involved with Project Transam, the IRT program that transfers excess medical equipment and supplies from the

Department of Defense to Indian Health Service health-care facilities.

"When Hurricanes Katrina and Rita hit the Gulf Coast, our Transam folks really stepped up to the plate and helped get critical supplies into the area," Major Carty said.

In all, the program delivered more than 27 tons of equipment and supplies for hurricane relief efforts.



**Under Project Transam, Reservists delivered more than 27 tons of equipment and supplies for hurricane relief efforts in 2005.**

"Transam provides great training for our people working at our warehouse at Grissom Air Reserve Base, Ind., and it also provides excellent training for the aircrews who fly the supplies throughout the United States," the major said.

Excellent training was also the name of the game for the more than 100 medical specialists who took part in IRT projects in 2005. Working at Indian Health Service facilities in Spirit Lake, N.D., Billings, Mont., and Eagle Butte and Rosebud, S.D., Reservists had the opportunity to work at state-of-the-art treatment facilities and experience a culture and customs that most people never have the chance to see first-hand.

While they are justifiably proud of their 2005 accomplishments, Reserve IRT officials are gearing up for an equally busy 2006.

"Funding is becoming harder to come by due to the global war on terrorism, but we still have a full plate for '06, highlighted by our biggest civil engineer project to date at the Helemano Plantation in Hawaii," Major Carty said.

At Helemano, Reservists will help build dormitories, a community center and a training center. The plantation provides a real-world work environment for the developmentally disabled. ★



**When the project is completed this year, Air Force Reservists will have helped construct nearly 5,000 feet of new road and excavated and moved nearly 50,000 cubic yards of material at the Rocky Boys Indian Reservation.**





A new era in the partnership between the Air Force Reserve and active-duty force soared into the Rocky Mountains Oct. 25 when the 70th Flying Training Squadron opened for business at the Air Force Academy. The formation of the new squadron, formerly known as Det. 1, 302nd Operations Group, marks the first time Citizen Airmen have had a permanent presence at the academy, located in Colorado Springs. Reservists have augmented active-duty instructors there for more than 10 years. The detachment started operations in June 2004. More than 30 Reservists are involved in helping cadets learn to pilot gliders. (Clockwise, from left) Maj. Bill Gagen walks around a sailplane before takeoff; sailplanes line up for launch; the view from a glider soaring over the U.S. Air Force Academy; Major Gagen's glider lifts off with the help of a "tow plane"; after the glider touches down, Major Gagen and others push the airplane back into position for another flight. More information about the glider program and the active-duty/Reserve partnership in Colorado is available online at <http://www.afrc.af.mil/afrcnews/05167.asp>.



PHOTOS BY TIM TAYLOR AND TECH. SGT. JASON TUDOR

Reservists help keep U.S. Air Force Academy cadets ...

# SOARING HIGHER



# You're Protected

## Regulations developed to enforce federal law

New rules issued by the U.S. Labor Department in December put some teeth behind the federal law designed to ensure job security for members of the reserve components returning to civilian life from military duty.

Labor Secretary Elaine Chao announced the rules interpreting the Uniformed Services Employment and Re-employment Rights Act during a speech at the National Press Club. She said this is the first time since the law's passage in 1994 that regulations have been developed to enforce it.

The rules are particularly critical now, Ms. Chao said, when the United States has the largest group of mobilized guardsmen and reservists since World War II. Since 9/11, almost 530,000 reserve-component people have been mobilized, many for more than a year of duty. As of the first of January, more than 2,500 Air Force Reservists were mobilized.

"Our citizen-soldiers put themselves in harm's way to defend our freedoms, and now it's our turn to be there for them," Ms. Chao said. "These regulations will ensure that the seniority, promotion, health care, pensions and other benefits of our citizen-soldiers are protected when they return home to the jobs they left to serve our country."

The new rules, drafted in an easy-to-read question-and-answer format and published in the Federal Register, explain how the USERRA law protects against discrimination and retaliation because of military service and prevents service members from suffering civilian job setbacks because of their military obligations. The law also ensures that guardsmen and reservists have ample time to report back to their civilian jobs after completing their military duty.

Implementing rules that enforce the USERRA law benefits guardsmen and reservists as well as their employers, said Maj.

Rob Palmer, a public affairs officer with the National Committee for Employer Support of the Guard and Reserve.

"Anything that makes it easier for Guard and Reserve members to work with their employers and understand their rights and responsibilities under the law is a benefit to everyone," he said.

With more than 50 percent of the military's manpower in the reserve components, employer support is critical to U.S. national interests, Major Palmer said. But making the relationship work "is not a one-way street," he said. Guardsmen and reservists also have responsibilities under USERRA.

Among those responsibilities is keeping their employers informed about their military commitments.

"We encourage Guard and Reserve members to communicate early and often with their employers about upcoming military obligations," Major Palmer said.

Work-related complaints from returning guardsmen and reservists are down 30 percent since their last major deployment in the early 1990s. Officials said this is largely due to the efforts of the Committee for Employer Support of the Guard and Reserve, and solid support from employers.

During Operation Desert Storm, one in 54 mobilized troops filed work-related complaints with the Labor Department, officials said. During the war on terrorism, the rate has dropped to one in 81.

Officials said they hope this trend continues and they see the new USERRA rules as a big step toward that end.

Information about USERRA is available on the Labor Department's Web site at <http://www.dol.gov/vets/regs/fedreg/final/> and on the ESGR Web site at <http://www.esgr.org/employers2/thelaw.asp?c=userra.html>. ★

(From American Forces Press Service)

## Re-employment rights under USERRA

**The Uniformed Services Employment and Re-employment Rights Act protects the job rights of individuals who voluntarily or involuntarily leave employment positions to undertake military service. USERRA also prohibits employers from discriminating against past and present members of the uniformed services and applicants to the uniformed services. Here are your re-employment rights under USERRA:**

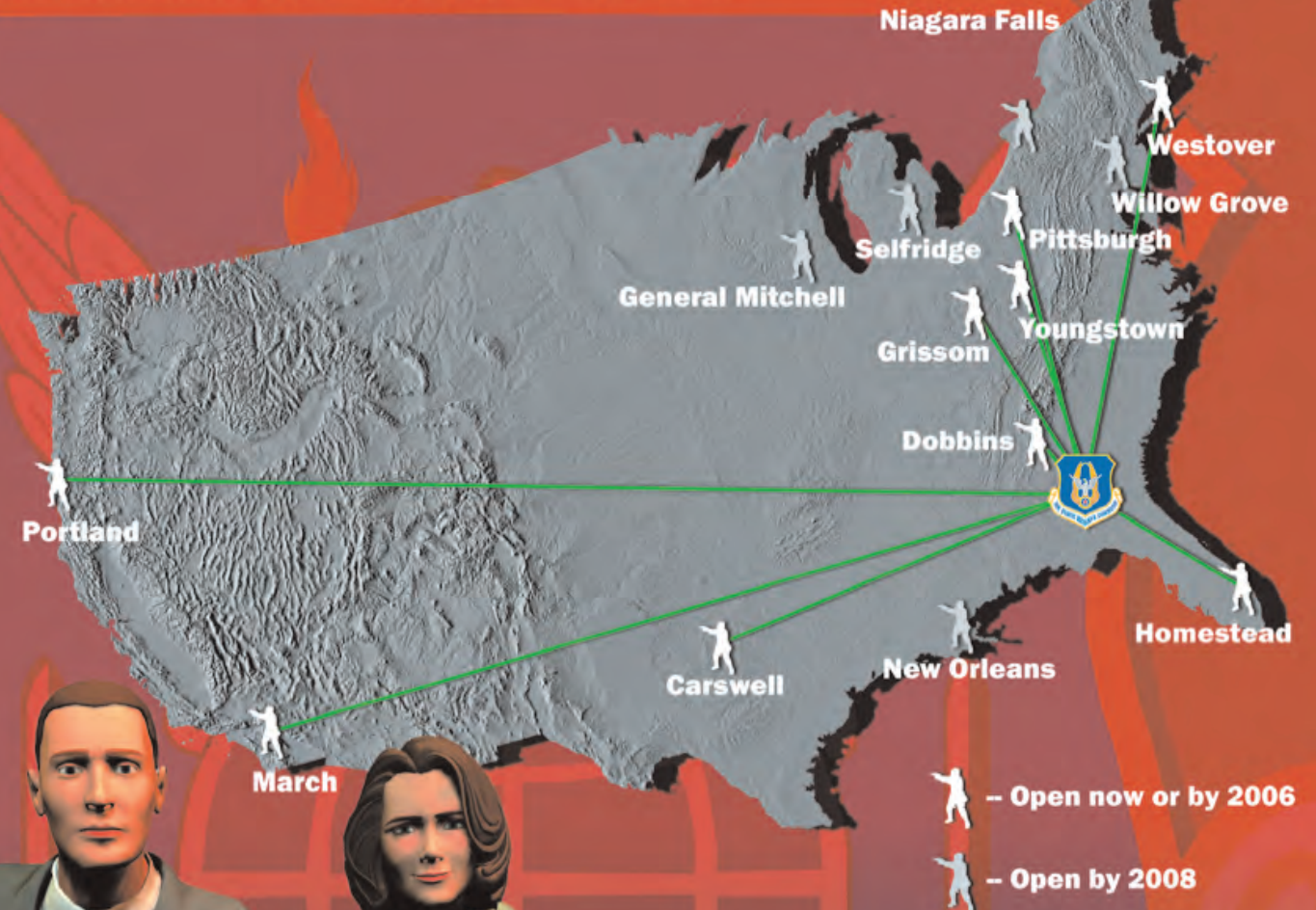
**You have the right to be re-employed in your civilian job if you leave that job to perform service in the uniformed service and:**

- you ensure that your employer receives advance written or verbal notice of your service;
- you have five years or less of cumulative service in the uniformed services while with that particular employer;
- you return to work or apply for re-employment in a timely manner after conclusion of service; and
- you have not been separated from service with a disqualifying discharge or under other than honorable conditions.

**If you are eligible to be re-employed, you must be restored to the job you had when you left and given benefits you would have attained if you had not been absent due to military service or, in some cases, given a comparable job.**

# Expanded Presence

Reserve bolsters OSI numbers at stateside locations



The Air Force Office of Special Investigations is growing within the Air Force Reserve Command. Newly named Detachment 325, the OSI liaison to HQ Air Force Reserve is staffed by 22 people now, but will grow to 50 people by 2008. Supporting the "Eagle Eyes" force protection program, the agents and support people stationed across the United States will work closely with intelligence and security forces staffs to identify threat information regarding AFRC missions and deployments. "Eagle Eyes has been instrumental in the identification and resolution of various threats to AFRC resources," one OSI official said. The unit also works closely with headquarters intelligence and security forces directorates providing "real-world" threat information about AFRC missions and subsequent deployments. (Illustration by Tech. Sgt. Jason Tudor)



# 2006 Reserve Pay for Four Drills

## Years of Service

	<2	2	3	4	6	8	10	12	14	16	18	20	22	24	26
O-8	1,102.80	1,138.92	1,162.88	1,169.60	1,199.48	1,249.48	1,261.08	1,308.56	1,322.16	1,363.04	1,422.16	1,476.72	1,513.16	1,513.16	1,513.16
O-7	916.36	958.92	978.64	994.28	1,022.64	1,050.60	1,083.00	1,115.32	1,147.72	1,249.48	1,335.44	1,335.44	1,335.44	1,335.44	1,342.20
O-6	679.20	746.16	795.12	795.12	798.12	832.36	836.88	836.88	884.44	968.52	1,017.88	1,067.20	1,095.28	1,123.68	1,178.84
O-5	566.20	637.80	682.00	690.28	717.80	734.32	770.56	797.16	831.48	884.08	909.08	933.84	961.92	961.92	961.92
O-4	488.52	565.52	603.24	611.68	646.68	684.24	730.96	767.44	792.72	807.24	815.68	815.68	815.68	815.68	815.68
O-3	429.52	486.92	525.56	573.00	600.40	630.52	650.04	682.12	698.76	698.76	698.76	698.76	698.76	698.76	698.76
O-2	371.08	422.68	486.80	503.24	513.60	513.60	513.60	513.60	513.60	513.60	513.60	513.60	513.60	513.60	513.60
O-1	322.16	335.28	405.28	405.28	405.28	405.28	405.28	405.28	405.28	405.28	405.28	405.28	405.28	405.28	405.28
O-3E	-	-	-	573.00	600.40	630.52	650.04	682.12	709.12	724.60	745.72	745.72	745.72	745.72	745.72
O-2E	-	-	-	503.24	513.60	529.96	557.52	578.88	594.76	594.76	594.76	594.76	594.76	594.76	594.76
O-1E	-	-	-	405.28	432.84	448.80	465.16	481.24	503.24	503.24	503.24	503.24	503.24	503.24	503.24
E-9	-	-	-	-	-	-	536.28	548.44	563.76	581.80	599.92	629.04	653.64	679.60	719.20
E-8	-	-	-	-	-	439.00	458.44	470.44	484.84	500.44	528.60	542.88	567.16	580.64	613.80
E-7	305.16	333.08	345.84	362.76	375.92	398.60	411.32	424.04	446.72	458.08	468.84	475.44	497.68	512.08	548.48
E-6	263.96	290.40	303.24	315.68	328.68	358.00	369.40	382.04	393.16	397.08	399.80	399.80	399.80	399.80	399.80
E-5	241.88	258.04	270.48	283.28	303.16	320.28	332.88	336.88	336.88	336.88	336.88	336.88	336.88	336.88	336.88
E-4	221.72	233.08	245.68	258.12	269.12	269.12	269.12	269.12	269.12	269.12	269.12	269.12	269.12	269.12	269.12
E-3	200.16	212.76	225.60	225.60	225.60	225.60	225.60	225.60	225.60	225.60	225.60	225.60	225.60	225.60	225.60
E-2	190.32	190.32	190.32	190.32	190.32	190.32	190.32	190.32	190.32	190.32	190.32	190.32	190.32	190.32	190.32
E-1	169.80	169.80	169.80	169.80	169.80	169.80	169.80	169.80	169.80	169.80	169.80	169.80	169.80	169.80	169.80

E-1 with less than four months: \$157.08